

2010 SUSTAINABLE ECONOMIC DEVELOPMENT AND TOURISM STRATEGY

A SUMMARY OF LONG-TERM DIRECTION



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STRATEGIC PRIORITY #1: TOURISM AND EVENTS

Enhance tourism and events as a sustainable, environmentally responsible economic driver for Canmore, increasing visitation and economic impact by 10% (\$13 million) equivalent to 2% per year by 2015.

- Develop a collaborative formula for funding tourism marketing in Canmore.
- Establish a regional transportation system connecting Banff-Canmore-Lake Louise and attractions. Ultimately link into Calgary.
- Events – enhance current events and expand events year-round.
- Vibrant Downtown – Downtown is the attraction and connector for visitors and locals
- Expand tourism & recreation product base by identifying strengths, gaps and opportunities and actively targeting to attract new products & investment
- Develop service excellence in the community
- Establish & achieve standards for environmental excellence in tourism
- Monitor & measure results

STRATEGIC PRIORITY #2: HEALTH AND WELLNESS

Health and Wellness becomes a defined, recognized, and integrated sector of the Canmore economy, and grows in employment and income by 3-5% by 2015.

- Develop the supports & tools required to market and connect the wellness sector.
- Develop an industry association that can assume responsibility for the supports and promotional tools.
- Develop a coordinated approach in the community to promote Canmore as a destination for healthy living and the active pursuit of wellbeing.
- Identify strengths, gaps & opportunities and actively target to attract new product & services.
- Monitor & measure results

STRATEGIC PRIORITY #3: NON-PERMANENT RESIDENTS

Non-permanent residents are engaged as an important economic driver in our community.

- Establish a detailed understanding of the demand characteristics, dynamics of the non-permanent residents through market research and surveys.
- Increase non-permanent resident's use of their properties by working with the development, real estate, property management and home service sectors to identify mechanisms to reach out and connect with non-permanent residents to increase their satisfaction and desire to connect and participate in community.
- Identify expertise and resources (knowledge, skills, experience) within non-permanent residents that may be engaged to further the economic and community goals ex: volunteers, knowledge base, external connections.

STRATEGIC PRIORITY #4: KNOWLEDGE-BASED AND ARTS SECTOR SPECIALISTS

Harness and mine our complement of knowledge-based specialists and leverage their expertise and magnetism to build sustainable groups of practice which support our economic development drivers.

- Identify the assets and supports required to maintain and grow these sectors by conducting a survey to identify opportunities, clusters, niche expertise, need & demand characteristics of workers and businesses in the knowledge-based, creative and artistic sectors.
- Develop and implement an action plan to grow the opportunities identified

STRATEGIC PRIORITY #5: SMALL/HOME-BASED BUSINESSES

Harness and mine our complement of small/home-based specialists and leverage their expertise to build sustainable groups of practice which support our economic development drivers.

- Conduct a survey (possibly in conjunction with #4) to identify significant clusters, needs, barriers and opportunities to growth.
- Develop supports, policies, to grow opportunities.
- Benchmark and monitor results

STRATEGIC PRIORITY #6: ECONOMIC DEVELOPMENT AND TOURISM CAPACITY

The capacity of Canmore partners to plan and deliver efficient and effective economic development and tourism strategies, achieving or exceeding planned and measurable outcomes, is in place and functioning well by December 2011.

- Review and organize the way economic development and tourism strategies are implemented in the community to increase coordination and maximize efficiencies in the community. Partners in delivery include but are not limited to:
 - TOC – Town of Canmore;
 - TCK – Tourism Canmore Kananaskis;
 - DMF – Destination Marketing Fund
 - CHLA – Canmore Hotel and Lodging Association
 - CEDA – Canmore Economic Development Authority;
 - BOWDA – Bow Valley Developers Association;
 - BRZ – Canmore Business Revitalization Zone;
 - CNC – Canmore Nordic Centre; and
 - HCA – Healthy Canmore Association.
- Monitor, review and report on goals regularly. Modify plans if necessary if goals are not being met. Detailed strategies and actions will need to be tailored to the circumstances in place when the activity is undertaken
- Establish regional stakeholder relationships with Banff, MD of Bighorn, Kananaskis Country, Bow Valley and Calgary
- Establish consistent community communications, marketing and brand identity

STRATEGIC PRIORITY #7: INFRASTRUCTURE DEVELOPMENT

The necessary high quality infrastructure to support sustainable economic development and tourism is in place by 2015 and beyond.

- Town and industry policies and infrastructure plans are examined and established with sustainable economic development and tourism goals in mind. i.e.: Housing, Recreation, Land-Use, Environmental Sustainability, Transportation, Natural Assets, Design, Development Rates & Mix.